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REPORT OF THE COMMITTEE ON

A COMPREHENSIVE PRODUCTION PLAN

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OFFICE OF REPORTS AND ESTIMATES

CENTRAL INTELLIGENCE AGENCY

7 MARCH 1950

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7 March 1950

MEMORANDUM TO: The Chairman, Estimates Production Board, ORE

FROM : The Chairman, Ad Hoc Committee on a Comprehensive Production Plan.

SUBJECT : Final Report

The Ad Hoc Committee on a Comprehensive Production Plan, appointed by EPB action of 11 January 1950, herewith submits its report in accordance with the terms of reference quoted below:

"The Committee will study and make recommendations to the EPB on a plan for the production of intelligence needed to support the policy-making bodies of the Government. This plan should be broad in scope and should take into consideration the production capabilities of all the US intelligence agencies. Such a plan will be coordinated with the IAC agencies in fulfillment of the CIA directive for coordination of intelligence planning."

Summary of Conclusions

1. The Committee agreed on the following general principles of intelligence production planning:

a. Planning intelligence production is the continuous process of deciding what intelligence to produce. It is the first phase and an inseparable phase of intelligence production. It is a process of judgment as to what substantive matters in world affairs materially affect US national security.

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b. In general terms, US security is affected by situations or trends involving the power and power-potential of power-groupings, by the intentions of the effective leaders in those power-groupings, and by the stability of that leadership. This general concept provides a basis for planning, since it indicates the substantive matters that intelligence production may treat.

c. It is also necessary in planning to show what matters intelligence production must treat because of their bearing on US security. An intelligence production plan must set forth the best judgment of intelligence producers as to what intelligence actually is needed as of any one time. In short, the end product would be a tentative schedule of intelligence to be produced.

d. An intelligence production plan of this kind, to be useful in regulating the work of ORE and related intelligence agencies, should accurately reflect the judgment of broadly competent, substantively informed intelligence producers. In the context of intelligence planning, intelligence producers must be informed not only about world affairs that may have a bearing on US security (the normal sphere of competence of intelligence producers) but also about the actual preoccupations of policy-makers responsible for US security.

2. The Committee majority, having concluded that national intelligence production planning is a process of judgment exercised continuously by intelligence producers, firmly believes that provision for adequate planning machinery must be an integral part of any worthwhile system of production planning. It considers that responsibility in ORE for the preparation and continuous revision of the production plan should be

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vested in a single unit, appropriately empowered, organized, and staffed to perform the function of intelligence production planning on an ORE-wide basis as distinct from a divisional basis.

3. The four minority members of the Committee disagree substantially with parts of paragraph 2 above. An expression of the minority's opinion on these matters is contained in the "Dissent From Section IV," attached hereto as Tab B.

FOR THE CHAIRMAN:

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[redacted]

Member and Secretary

ATTACHMENTS:

TAB A: Report of the Committee
TAB B: Dissent From Section IV of the Report

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